MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2022 / 2023 SESSION (TERM ID 2210)

DOB5014 – ORGANISATIONAL BEHAVIOUR

(Diploma Students Only)

8 FEBRUARY 2023
2.30 p.m. – 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 6 pages with 2 sections only.
2. For Section A, shade your answers on the OMR form provided.
3. For Section B, write your answers in the answer booklet provided.
4. Answer **ALL** questions.

SECTION A: Multiple Choice Questions [20 Marks]

1. Work teams are gaining popularity nowadays because most organisations believe that _____.
   A. teams outperform individuals
   B. teams reduce the need for coordination and supervision
   C. individuals incur higher costs than teams
   D. individuals are doing lesser jobs than teams

2. A work team generates positive _____ through coordinated effort.
   A. goal
   B. mission
   C. synergy
   D. friendship

3. Bella and her colleagues from the human resource department meet for a few hours each week to discuss ways to improve their work environment. However, they do not have the authority to individually implement any of their suggestions. This **MOST** likely refers to _____ team.
   A. independent
   B. virtual
   C. cross-functional
   D. problem-solving

4. Effective teams translate their common purpose into _____ goals.
   A. general
   B. specific
   C. overall
   D. detailed

5. Simon is a team member in a large corporation. He never speaks in team meetings because he has seen members talk behind each other's backs after meetings. Members are constantly monitoring the other members' work and looking for mistakes to point out in a meeting. According to the scenario given, which contextual factor is lacking in Simon's team?
   A. Resources.
   B. Social loafing.
   C. Climate of trust.
   D. Leadership.

Continued ...

6. A manager should assign a task to an individual instead of a team when _____.
   A. the task is complex and requires different perspectives
   B. the task is simple and does not require diverse inputs and ideas
   C. the task creates a common purpose or set of goals for the entire department
   D. the completion of task requires different skills and expertise

7. _____ theory proposes that people have emotional reactions to the failure or success of their group because their self-esteem gets tied into the group's performance.
   A. Social identity
   B. Social learning
   C. Equity
   D. Motivation

8. An informal group is described as the _____.
   A. predetermined tasks for project members
   B. need for employees to fulfil social contact
   C. need for organisations to establish corporate goals
   D. committee that determines project timelines

9. Generally, citizens believe that police officers should demonstrate integrity and do their best to serve the country. This refers to _____.
   A. role conflict
   B. role ambiguity
   C. role expectation
   D. role play

10. Jowi, a foreigner who works in a retail store owned by a Malaysian man, was recently terminated due to a serious disciplinary issue. Subsequently, the manager became extremely strict with all his foreign employees and often verbally abuse them by saying, "You guys are all the same. Liars!" This scenario depicts _____.
    A. social loafing
    B. groupthink
    C. social exchange
    D. ingroup favouritism

Continued ...

11. The determination of the behavioural patterns and assumptions through which the group approaches the project is a function of the _____ phase in the punctuated-equilibrium model.
    A. first meeting
    B. transition
    C. inertia
    D. forming

12. _____ communication refers posting status updates, uploading videos, and sharing photos online.
    A. Formal website
    B. Social networking
    C. Email
    D. Direct

13. Before communication can take place, a _____ is required.
    A. contract
    B. receiver
    C. purpose
    D. sender

14. Following is a conversation between Sarah and Ali:

Sarah	:	Hi, Ali! Where do you work?
Ali	:	I live in Kota Damansara, Sarah.

    Based on the conversation above, a _____ would have **MOST** likely distorted the clarity of the message that is transmitting from Sarah to Ali.
    A. noise
    B. channel
    C. medium
    D. decode

15. In a communication process, _____ is the check on how successful we have been in transferring our messages as originally intended.
    A. filtering
    B. noise
    C. signal
    D. feedback

Continued ...

16. Which of the following communication channels provides the highest information richness?
    A. Emails.
    B. Voice notes.
    C. Face-to-face conversations.
    D. Reports.

17. Leadership means the _____.
    A. ability to reduce the dependence of team members on each other
    B. ability to influence a group toward the achievement of a vision or set of goals
    C. ability to give commands to subordinates
    D. ability to force others to behave in a desired way

18. _____ suggest that personal qualities and characteristics differentiate leaders from non-leaders.
    A. Trait theories
    B. Behavioural theories
    C. Reinforcement theories
    D. Critical theories

19. Which theory of leadership proposes that followers attribute heroic or extraordinary leadership abilities when they observe certain behaviours?
    A. Situational leadership theory.
    B. Transactional leadership theory.
    C. Servant leadership theory.
    D. Charismatic leadership theory.

20. The main quality produced by authentic leadership is _____.
    A. fear
    B. trust
    C. respect
    D. authority

(Total: 20 marks)

Continued ...

SECTION B: Structured Questions [80 Marks]

QUESTION 1

(a) State and explain the **THREE (3)** formal bases of power and **TWO (2)** personal bases of power. (10 marks)

(b) List and describe any **THREE (3)** power tactics that employees can use to translate their power bases into specific actions. (6 marks)

(c) State any **FOUR (4)** organisational factors that influence political behaviour among employees. (4 marks)

(Total: 20 marks)

QUESTION 2

(a) State and describe the **THREE (3)** main types of conflict. (6 marks)

(b) Identify and explain the **THREE (3)** basic loci of conflict from the perspective of where the conflict occurs. (6 marks)

(c) List and explain the **FOUR (4)** conflict-stimulation techniques. (8 marks)

(Total: 20 marks)

QUESTION 3

(a) State and explain the **FIVE (5)** core job dimensions of the Job Characteristics Model (JCM). Give **ONE (1)** example for each dimension. (10 marks)

(b) Briefly describe **THREE (3)** strengths and **THREE (3)** weaknesses of job rotation. (6 marks)

(c) Briefly explain **TWO (2)** advantages and **TWO (2)** disadvantages of telecommuting work arrangement. (4 marks)

(Total: 20 marks)

Continued ...

QUESTION 4

A manufacturing firm, Biosyn Berhad is facing some performance issues among its non-management employees. After discussing with the middle managers and the supervisors of these employees, a consultant hired by the top management meets with the non-management employees directly to discuss their performance issues.

The non-management employees said that the management sets unrealistic goals where almost no one achieves their quarterly target. They also mentioned that they must play multiple roles due to lack of staff. Some of them could not cope with the workload as they are burdened with family problems, and a few must do extra jobs to meet the ends.

In fact, all the employees expressed that their low salary could not meet the rising inflation rates. In addition, the sudden installation of new system in the organisation due to the global market demand is confusing and distracting everyone. The employees go on to describe the impact of working harder that have led to lower job satisfaction, anxiety, absenteeism, and turnover.

Source: Adapted from https://courses.lumenlearning.com/

(a) Suggest **FOUR (4)** strategies that the top management of Biosyn Berhad can implement to manage the stress of their non-management employees. (4 marks)

(b) Based on the Model of Stress, describe **TWO (2)** factors from each potential source (environmental, organisational, and personal) that cause stress among the non-management employees of the organisation. Give evidence from the scenario above. (12 marks)

(c) Based on the Model of Stress, identify **TWO (2)** categories of consequences/symptoms exhibited by the non-management employees. Give evidence from the scenario above. (4 marks)

(Total: 20 marks)

End of Paper